

1. Bylaws of the Center for European Studies, University of Florida

I. Preamble

The purpose of this document is to establish bylaws for the Center for European Studies (hereafter the CES) at the University of Florida (hereafter UF). CES, which is housed within the College of Liberal Arts and Sciences (hereafter CLAS), recognizes that it is bound in its actions by UF regulations and that these bylaws are supplementary to these regulations. Should any part of the CES's published bylaws or operating procedures conflict with, or not take into consideration any of those announced by CLAS or UF, CES practices will be revised accordingly.

II. Mission Statement

The CES is a Title VI National Resource Center funded in part by the US Department of Education to assist in the development of area studies and language skills through fostering academic and cultural environments including broad area studies and language courses, degree options and study abroad opportunities. The CES is committed to fostering interdisciplinary topics related to Europe in its broadest sense. For the purposes of the Title VI program and the current mandate of the CES "Europe" is defined as all Western European countries and all formally accepted European Union accession and applicant countries. Through its Title VI funding, the CES is able to support activities related directly to contemporary Europe. The "contemporary" period dates from the 19th century. Activities focused on other regions/countries or earlier time periods can only be funded if their relevance for some aspect of "contemporary Europe" is an explicit and central theme.

The CES mission is as follows:

- To offer UF undergraduate and graduate students interdisciplinary academic programs in European Studies.
- To stimulate individual and collaborative research by UF faculty and students engaged in the study of Europe.
- To sponsor study abroad programs in area studies, language and culture.
- To improve awareness of European issues in the local community, as well as in the State of Florida as a whole, and to increase national and international collaboration.
- To promote activities that enrich the intellectual and cultural lives of students, faculty and staff at the University of Florida.
- To administer grants, programs and events related to Europe.
- To enhance the national and international reputation of the University of Florida.

III. Structure of the CES

1. **Core faculty.** Core faculty shall be all faculty who are budgeted at 25% or more in the CES and hold the rank of lecturer or above in the course of the academic year. Faculty who are recruited by a search and on a renewable annual contract, yet

appointed to a "visiting" faculty line, shall have the right to vote and will have the right to committee membership.

2. **Affiliate Faculty.** UF faculty who wish to be affiliated with the CES will be appointed in the Center, following a vote by CES core faculty approving their their affiliation, according to the procedures established by CLAS for obtaining affiliate faculty status. Affiliate faculty will have no voting rights in the CES. They are welcome to attend open CES faculty meetings, but they may not attend closed meetings when voting takes place.
3. **Visiting Faculty.** Visiting faculty and scholars who have not been recruited by a search, or who are not on a renewable annual contract, are welcome to attend general departmental faculty meetings, but they cannot vote on departmental business.
4. **Advisory Board.** The Advisory Board may include representatives from European-focused programs at UF, multiple colleges, relevant language and area studies departments, the library, and representatives of the broader community. Members of the Advisory Board will be nominated by the CES Director, in consultation with CES core faculty and with the approval of the Dean of CLAS. The mandate of the Advisory Board will coincide with the CES Department of Education Title VI funding cycle.
5. **Faculty meetings and Voting.** There shall be at least one CES faculty meeting per semester. Meetings may also be called if three or more faculty members request one. Unless there is emergency business to discuss, all meetings will be announced in writing at least two weeks in advance.

Voting members consist of the faculty of the CES. Voting rights will be exercised on the principle of one vote per person. Voting shall proceed as follows:

- a. A quorum, defined as a two-thirds majority of core faculty except for those on leave, must be present to conduct a vote at a CES faculty meeting.
- b. For routine CES business, decisions will be made by a simple majority vote of all faculty present at the meeting.
- c. When voting on candidates for faculty appointments in the department, the vote conducted by secret ballot following the discussion of the search committee's recommendation at the departmental meeting.
 - i. All faculty shall have the opportunity to provide feedback to the search committee prior to the meeting.
 - ii. Any vote on a personnel decision shall be announced no later than one calendar week before balloting is conducted.
 - iii. Full materials on all candidates shall be available at least one week before balloting is conducted.
 - iv. In the event that the Director deems a personnel matter to be urgent and therefore requiring the arrangement of a meeting and a vote in the space of less than one week, the Director shall solicit from the faculty a waiver of the here stipulated period of one week. The waiver shall be granted if approved by a simple majority.
- d. Proxy votes may be cast at departmental meetings or at announced times after departmental meetings. A proxy must be in writing; it must be signed (electronically or manually); it must be limited to one person's use, at one

- specified meeting, and on one issue, and it must be submitted to the Director or staff member tasked with tallying votes prior to the vote.
- e. Otherwise, voting is conducted by show of hands unless a faculty member requests a secret ballot.
 - f. Each CES committee may establish its own voting procedures.

IV. Duties and Functions of the Director

1. **Term of Office.** The Director's term of office is determined by the Dean of CLAS. The Director normally shall serve a 3-year term, except that the initial appointment of a Director brought from outside the University may be for a period of as many as 5 years. This appointment shall be made following the regular procedures for appointing heads of departments and programs in CLAS. Incumbents are eligible for reappointment to a 3-year term. If the Director desires to be considered for reappointment, procedures for review are set out by CLAS.
2. The Director shall represent the CES in relation to other departments/programs and the administrative offices of the University. The Director shall attend monthly CLAS chairs/directors meetings and any other meetings designated for chairs and directors. The Director shall represent the CES to other universities, and/or organizations that have dealings with the CES.
3. The Director shall set, in a timely fashion, core faculty meetings at which s/he will act as presiding officer.
4. The Director shall take central responsibility for the running of the CES and shall perform the functions necessary to implement all phases of its operation, including space allocation, equipment procurement, and staff hiring and supervision.
5. The Director shall assume responsibility for administering the CES budget.
6. The Director is responsible for appointing committee chairs and for working with these committees to effect their charges. S/he is an ex-officio member of all standing and ad hoc committees, except the Executive Committee.
7. The Director will not participate in review activities involving evaluation of the Director.
8. The Director shall be responsible for coordinating with chairs of departments which have joint appointments in the CES to ensure that the allocation of faculty service, teaching and research time is congruent with the faculty member's percentage FTE appointment. The Director shall consult with relevant chairs in the cases of promotion and tenure and is responsible for ensuring that the faculty member's contributions to the CES are recognized.
The Director shall select the Executive Director and other staff with approval from the Dean of CLAS.

V. Mentoring

Tenure-accruing faculty: Mentorship is arranged in the academic unit in which a faculty member's tenure is to be awarded, and the choice of a mentor will follow that unit's standard procedures. That said, the CES Director will support the appointment

of a CES mentor if desirable and possible and desired by the mentee, in consultation with the tenure-granting unit's Chair and untenured member.

Lecturers and other non-tenure-accruing faculty: The CES Director has the responsibility of informing lecturers and other non-tenure-accruing faculty about job duties, and performance expectations. S/he will also provide information regarding professional development leave and promotion opportunities. The CES Director will support the appointment of a mentor if possible and desired by the mentee.

VI. Evaluation

1. The CES-related duties and activities of each faculty member (e.g. teaching, research, outreach, and service) will be evaluated on an annual basis by the CES Director. This evaluation will be provided in the annual letter of evaluation written by the CES Director for each faculty member, whether separately or in conjunction with the letter of evaluation written by the Chair of the Department in which a faculty member holds a joint appointment. An opportunity will be provided for each faculty member to discuss the annual letter with the CES Director.
2. The Director of the CES will ensure that each faculty member has the opportunity to have his/her teaching observed and evaluated at least once a year. The teaching evaluation of those faculty members who hold tenure-accruing appointments will follow the mechanisms in place in their tenure-granting department. Should the Department or other academic unit in which a CES faculty member holds a joint appointment not provide an opportunity for the faculty member to have his/her teaching evaluated, the Director of CES will ensure that this opportunity is provided. The teaching evaluation of those faculty members who do not hold tenure-accruing appointments or hold appointments solely within the CES will be conducted by the CES in consultation with the relevant language or area studies department where the faculty expertise lies.

VII. Tenure and Promotion

CES policies and procedures are designed to complement those established by CLAS and UF which take precedence in the event of a conflict. Pursuant to CLAS and UF guidelines, the role of CES in the tenure and promotion process is fact-finding and advisory.

CES acknowledges the importance of teaching, research and scholarly activity, and service. CES expects its members to contribute to these areas in a manner that is consistent with their assigned duties. Semester assignments should be created so that candidates for tenure and promotion can meet their expectations, and individual assignments must be taken into consideration during the tenure and promotion process.

- 1. Tenure-accruing and tenured faculty:** Since all tenured and tenure-accruing CES faculty currently hold joint appointments, the tenure and promotion process shall follow the procedures and guidelines outlined in the academic unit where the tenure line lies (i.e., outside of the CES). The CES Director shall consult with relevant chairs in the cases of promotion and tenure and ensure that faculty contributions to the CES are recognized. CLAS and UF procedures and guidelines for tenure and

promotion for tenured and tenure-accruing faculty can be found online:

<http://www.clas.ufl.edu/hr/tenure/tenure.html>

2. **Lecturers and other non-tenure-accruing faculty:** The promotion process of lecturers and other non-tenure-accruing faculty in the CES shall be organized and overseen primarily in the Center and shall follow the procedures established by CLAS: <http://www.clas.ufl.edu/hr/forms/1112-guidelines-lecturers.pdf>
 - a. **The following criteria will be applied to promotion from lecturer to senior lecturer:**
 - Evidence of consistent meritorious achievement in teaching, evidenced by superior teaching evaluations and strong peer teaching evaluations.
 - Strong contribution to CES program building, including but not limited to new course and curriculum development, directorship of study abroad programs, etc.
 - Strong service record, including but not limited to CES governance, participation in CLAS or UF committees, contributions to the field or advancement of one's discipline.
 - Evidence of research productivity such as not but limited to the publication of books, articles, monographs, edited volumes, translations, etc.
 - Application for external grants to contribute to CES programmatic needs; receipt of internal grants to contribute to CES programmatic needs.
 - Participation in CES community outreach events such as teacher outreach, liaison with heritage groups, campus or community projects and events.
 - b. **The following criteria will be applied to promotion from senior lecturer to master lecturer in addition to the above criteria:**
 - Continued evidence of consistent meritorious achievement in teaching, evidenced by superior teaching evaluations and strong peer teaching evaluations.
 - Development of innovating teaching techniques and technologies, participation in significant professional development activities, receipt or nomination of teaching awards.
 - Strong contribution to CES program building, including but not limited to new course and curriculum development, directorship of study abroad programs, etc.
 - Outstanding service record, including but not limited to CES governance, participation in CLAS or UF committees, contributions to the field or advancement of one's discipline.
 - Continued evidence of research productivity such as not but limited to the publication of books, articles, monographs, edited volumes, translations, etc.
 - Receipt of external grants to contribute to CES programmatic needs; receipt of internal grants to contribute to CES programmatic needs.
 - Leadership in CES community outreach events, such as teacher outreach, liaison with heritage groups, campus or community projects and events.
- Because the expectations and assigned duties of CES lecturers may differ substantially from those in other units, the CES Director shall ensure that faculty duties are clear and contributions are recognized.
3. Those candidates who are to be considered in the following fall should notify the CES director by March 15 of the calendar year in which they wish to be considered, at which time they shall complete the form regarding their decision about waiving

access to various materials (e.g., internal reviews). The CES Director will consult with the candidate about who should serve as internal reviewers. CLAS expects a minimum of 5 and maximum of 6 internal letters of evaluation. The candidate may submit a list of suggested writers of evaluation letters but the final selection is determined by the Director, with no more than half of the letter writers chosen exclusively from the candidate's list.

4. The candidates will prepare their materials for submission according to CLAS and UF guidelines. The packet needs to be presented to the CES office in August so that it can be reviewed carefully to ensure that it is complete and correctly formatted. It will also be submitted for a preliminary review to the CLAS office.

VIII. Market equity salary increase

An individual faculty member may make a request to the CES Director to have his/her salary reviewed for consideration of a market equity increase. If the faculty member is tenured or has a tenure-accruing faculty line, the Director will assign the review to the Chair of the tenure-granting department who will forward the request to the appropriate departmental committee. If the faculty member requesting review is a lecturer or another non-tenure-accruing core faculty of CES, the Director will review the request and consult relevant materials (such as those submitted for review of merit or promotion) in order to evaluate the faculty member's value to and productivity in the CES; he/she shall also compare the faculty's salary to market norms. The Director may create an ad hoc committee to review the faculty's dossier and develop a pay increase recommendation; if so, any voting on such a committee shall be conducted by secret ballot. The committee's recommendation will be sent to the CES Director, who will evaluate the committee's recommendation and make a decision, subject to approval by the College. In the event of an increase, faculty members shall be notified of the increase amount prior to the submission to the payroll.

IX. Merit raises

This section defines the rules and procedures that govern the identification of meritorious faculty members for purposes of receiving merit salary increases. Awards of merit increases are designed to recognize outstanding overall performance in research, teaching, service and other relevant activities. This document will guide the considerations of the Merit Committee, which make merit-pay recommendations to the Director.

1. Merit assessments will be completed annually for all faculty based on:
 - a. Annual Activity Reports for the reporting period (March 15-March 15)
 - b. Student-teacher evaluation scores for the reporting period (Spring and Fall Semester)
 - c. A brief addendum outlining additional activities that deserve recognition or peer teaching evaluations to reflect all faculty contributions in a given review period.
2. To be eligible for consideration for merit pay, faculty must submit their annual activities report by March 15 (or a later deadline if announced by the Director).

3. The Merit Committee will consist of four members, serving on an annual basis. Given the broad array of disciplines represented in the CES, the Merit Committee will consist of members from CES and affiliated departments in CLAS. The Director of the CES will solicit nominations from CES core faculty and will propose a preliminary composition of the Merit Committee consisting of at least five candidates which will be subject to approval voting by all CES core faculty. During the nomination and selection procedure of the Merit Committee, all effort shall be made to insure a group of candidates who themselves reflect the disciplinary diversity of CES faculty (foreign language and various area studies) as well as the various ranks (professor, lecturer, etc.) The top four available candidates will then serve on the Merit Committee.
4. The Merit Committee shall meet in the spring semester (ideally in April, after all Annual Activity Reports have been submitted) to assess faculty according to the tiers outlined in the "CES Merit Criteria."
5. The chair of the Merit Committee will report its findings to the CES Director in writing.
6. The Director will inform each CES faculty member of his/her merit assessment and merit-pay raise. The Director will not discuss the assessment or merit-pay raises of third parties.
7. In the event that merit funds are not available in a given year, faculty merit assessments for that year will be taken into consideration in the subsequent review period(s). Annual assessments will be averaged for all merit periods in which no merit funds are available, or for three years, whichever is less. (The three-year limit may be waived to ensure consideration of a major accomplishment never considered for a merit increase.)
8. For new faculty members, the reporting period will begin with their arrival at UF (usually August of that year).
9. Merit pay considerations are distinct from promotion raises, salary compression adjustments, etc. and, within each category, are based on achievement and accomplishment, regardless of release time, course reductions, and the like.
10. In making its merit pay recommendations the merit committee should refer to the CES's Merit Criteria which ranks meritorious activity in the areas of research, teaching, service and other relevant activities. The merit committee should furthermore:
 - a. Ensure that expectations of a faculty member's performance are proportionate to that faculty's work assignment (FTE) in CES. (For example, faculty whose FTE is 100% in the CES would be expected to engage in proportionately more CES-related activities than faculty whose FTE is only 50% in CES.)
 - b. Ensure that expectations of faculty member's performance reflect that faculty's duties in the CES.
 - c. Evaluate each faculty's performance relative to the rest of the CES faculty. "Outstanding" signifies superior performance in relation to CES norms. Activities that benefit the programmatic needs of CES should also be rewarded.

X. CES Standing Committees

The standing committees of the CES are:

- Curriculum Committee
- Speakers Committee
- Steering Committee

The CES Director, the Steering Committee, or a minimum of three CES faculty may propose other ad hoc committees as needed (for example, in the event of a search or to award grant funds). Procedures of specific committees are described in more detail in the CES Operations Guidelines.

1. **Chairperson.** Except for the Steering Committee, the CES Director will appoint a chairperson for each committee.
2. **Membership.**
 - a. The Steering Committee shall consist of five members. Three of them will be elected, after a (self-) nomination, by simple majority from among CES core faculty. Two of the members will be elected from among the CES Advisory Board. The Advisory Board shall determine the procedure for electing its representatives on the Steering Committee.
 - b. For all other committees, the CES Director will appoint all committee members. Membership must include at least one CES core faculty and may also include CES affiliate faculty and, when relevant, UF academic personnel or staff.
3. **Committee Service Load**
 - a. Every effort will be made to distribute service duties evenly among faculty. Since some committees are more labor-intensive than others, distribution of service work will be based on anticipated service *hours* rather than the *number* of committee assignments.
 - b. First-year faculty need not chair a committee.
 - c. In the case of joint appointments and shared faculty, the Director shall coordinate with respective departmental chairs to ensure that faculty's service load is equitably divided between the CES and other units.
4. **Committee Functions and Duties**
 - a. The Curriculum Committee shall oversee semester course assignments and schedules at the CES. They review faculty's Course Assignment Request forms to determine whether the intended offerings are balanced (with a minimum degree of overlap in course content and conflict between course schedules). Committee members must be informed about CES minor and certificate requirements to ensure that intended curricular offerings allow students in CES programs to make degree progress.
 - b. The Speakers Committee helps to plan speaker events. It evaluates speaker requests proposed by UF faculty and may suggest its own candidates. The committee should coordinate closely with the Director to determine its annual budget, with the Outreach Coordinator (who may serve on the committee) to avoid program conflicts. While the committee need not schedule travel *per se*, it must coordinate with CES staff to ensure that all funds are spent in accordance with UF or US guidelines.

- c. The Steering Committee's role is to facilitate CES governance. The Committee, through both self-initiative and faculty input, is expected to assist the CES Director in the development and implementation of new programs and initiatives, including working with the Director to create a long-term strategic plan for the CES as a whole. The Committee may also voice concerns expressed by core faculty to the Director.
 - i. The Steering Committee has the authority to convene itself and should do so on a regular basis throughout the year. The CES Director is expected to consult regularly with the Committee.
 - ii. Any Committee member may choose to initiate discussion on a topic. The CES Director and other CES core faculty are encouraged to request items for discussion.

XI. Amending the Bylaws

1. These bylaws have been adopted by a two-thirds majority vote of the Core Faculty.
2. The core faculty of CES, in conjunction with the CES Director, shall develop and maintain bylaws to ensure they reflect current UF policy and the Collective Bargaining Agreement. Amendments to the bylaws must be approved by a two-thirds majority of the voting members of the CES.
3. Future amendments to the bylaws may also be proposed by any member of the Core Faculty. All Core Faculty members shall have the right to participate in the development of the bylaws.
4. If the bylaws are developed by means of a committee, such committee shall be comprised of faculty members elected by the faculty members of the unit.
5. Provisions in the bylaws relating to tenure, promotion, merit salary increases, market equity salary increases, and performance evaluations must be approved in a secret-ballot vote by a majority of all affected faculty in the relevant unit who are eligible to vote on the matter under consideration.
6. Amended bylaws shall be forwarded for approval to the dean. If the chair and the other faculty are unable to reach agreement on an issue, both the chair's proposal on that issue and the proposal approved by a majority of the faculty shall be submitted to the dean.